



Maritime Innovation Symposium

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“Regaining the Innovation Advantage...
Awakening our Creative DNA”



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Navy Warfare Development Command
“Forward . . . For the Fleet”



“Regaining the Innovation Advantage... Awakening our Creative DNA”

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Moffett

New Ideas/Technology



Reeves

Implement New Tactics

The realization of new capabilities requires vision and perseverance

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“Forward . . . For the Fleet”



New Ideas/Technology

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- Admiral Moffett: “Navy is the first line of offense and naval aviation as an advance guard of this first line must *deliver the brunt of the attack.*”
 - “Naval aviation cannot take the offensive from the shore; it must go to sea ... control of the air is obtained through destruction of the enemy’s carriers, tenders, & bases...”
- Wargames & *fleet problems* revealed advantages, validated & garnered support for budding ideas
 - Wargaming & intensive prewar planning were necessary for future victory. Officers conducted rigorous, candid assessments

The evaluation and testing of ideas generates momentum



Implement New Tactics

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- Admiral Reeves' questions:
 - What is the most efficient method of launching planes and handling after landing?
 - How should the fighters attack other aircraft?
 - What formations should be used in aerial spotting?
 - How should an aircraft torpedo attack be made?
 - What is the maximum interval between the planes in a scouting screen?
- He declared:
 - "I do not know the answer to these questions,... but until we can answer them, we will be very little use to the fleet. ... ***we must become a school before we can become an air force.***"

Questions inspire the pursuit of new tactics



Agents of Innovation

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“Innovation can occur in the face of constraints. When military leaders perceive that they have to solve specific problems they rarely concede defeat in the face of constraints. The German, American, and to a lesser degree Japanese experiences in the period of 1919 to 1937 show how naval innovation was affected in a positive way by physical, strategic, and materiel constraints. Their curiosity was piqued, rather than dulled, by limitation or disarmament...The Navy's institutional view of sea power, and thus its ideology, had changed decisively.”

- John T. Kuehn